



WASHINGTON STATE DEPARTMENT OF

LICENSING 2013-15 Strategic Plan

Mission: One vision, one voice, working together for a safer Washington.

Vision: Great people, great service – excellence every time.

Values: Respect, Trust, Integrity, Inclusion

We Strengthen Agency Capacity

Goal	A High Performing Workforce				Goal	Efficient, Effective, Economical Business Practices			
Objectives	Increase Engagement and Accountability		Improve the Work Environment		Objectives	Use Our Resources More Wisely		Improve Data Needed for Business and Policy Decisions	
Strategies	Expect engagement, accountability, and results – "Hold each other accountable"	Provide tools and resources to help supervisors engage their employees	Prioritize the work, distribute the workload and resources accordingly	Improve workplace safety and promote personal health	Strategies	Continuous process improvement and waste reduction, driven by executive support, employee involvement, and Lean principles	Migrate more transactions to lower cost service delivery channels	Govern and manage our data – "Treat data as an asset"	Improve IT systems to meet prioritized business needs

So That We Deliver Greater Public Value

Goal	A Customer Focused Organization				Goal	Public Safety through Licensing and Regulating			
Objectives	Improve Customer Service		Improve Service Delivery Channels		Objectives	Improve Driver Safety Programs		Improve Consumer Protection	
Strategies	Implement our Customer Relations culture – "Friendly and helpful every time"	Use processes and policies that work for the customer	Continue learning from customers about their channel needs and preferences	Revise and add channel options that are good for business and preferred by customers	Strategies	Focus on at-risk driver needs for information and intervention, developing intervention strategies through partnerships, data analysis and research		Focus on top causes of fraud and consumer risk pertaining to licensing and regulatory activities agency-wide, identifying and implementing best mitigation strategies	

And Achieve the Ultimate Result of a Safer Washington